



## IDENTIFYING DATA

### Leadership and communication skills

Subject	Leadership and communication skills			
Code	V55G020V01941			
Study programme	Grado en Administración y Dirección de Empresas			
Descriptors	ECTS Credits	Choose	Year	Quadmester
	6	Optional	4th	2nd
Teaching language	English			
Department				
Coordinator	Jamardo Suárez, Begoña			
Lecturers	Jamardo Suárez, Begoña			
E-mail	begona.jamardo@ieside.com			
Web	<a href="http://www.ieside.edu">http://www.ieside.edu</a>			
General description	This module is taught in English, therefore it is essential that students accredit a B2 level of English.			

## Training and Learning Results

Code	
B1	Analysis and synthesis skills.
B2	Critical and self-critical thinking.
B3	Ability to use computer applications for purposes of corporate management.
B5	Oral and written communication skills.
B6	Communication through the Internet and, more generally, use of multimedia tools for remote communication.
B7	To be able to read and communicate in English as a foreign language.
B8	To be able to communicate fluently with people, including interpersonal skills for active listening, negotiation, persuasion and presentation.
B9	Ability to work efficiently in a work team.
B13	Ability to learn and work independently.
B14	Ability to apply the theoretical and practical knowledge acquired in a specialized academic context.
C5	To be familiar with the relationship between corporations and their milieu, assessing its repercussions on corporate strategy, behavior, management and sustainability.
C11	To make strategic decisions using different types of corporate models.
C13	Mobility and adaptability to different contexts and situations.
C16	Ability to search for, identify and interpret sources of information.
D1	Effective management of one's personal resources in terms of time, planning and performance, motivation and initiative both at individual and corporate levels.
D2	Leadership skills, including empathic attitude with others.
D3	Responsibility and willingness to make commitments.
D5	Striving for quality and continuous improvement.

## Expected results from this subject

Expected results from this subject	Training and Learning Results		
To self assess personal conflict-management approach and intercultural intelligence quotient in order to reinforce personal strengths and compensate weaknesses in students international leadership style.	B2	C13	D2
	B5		D5
	B7		
	B8		
	B13		

To detect and analyse the main management & interpersonal communication style differences with target markets for Galician exports.	B1	C5	D1
	B3	C11	D3
	B5	C13	D5
	B6	C16	
	B7		
	B8		
	B9		
	B13		

To train negotiation skills and improve communication strategies both at domestic and global level by observing and using universal non verbal signals.	B5	C13	D2
	B7		D5
	B13		
	B14		

## Contents

Topic	
1. INTERNATIONAL LEADERSHIP.FUNDAMENTALS	1.1. What is an international leader? 1.2. How does culture affect our perception of reality and leadership style? 1.3. Are we becoming more global or more diverse, in cultural terms? 1.4. What is culture and what is a stereotype? 1.5. Cultural differences in international management
2. MODELS FOR INTERCULTURAL LEADERSHIP	2.1. Hall 2.2. Hampden Turner & Trompenaars 2.3. The Globe Project 2.4. The Lewis Pyramid 2.5. The world value survey 2.6. The cultural map
3. CHANGE MANAGEMENT: EXPATRIATION AND MANAGEMENT OF INTERNATIONAL TEAMS	3.1 Cultural differences in recruitment 3.2 Expat management: Reasons for failure 3.3 Cultural shock 3.4 Management of multicultural teams: virtual teams 3.5 Intercultural Quotient Test: A tool for intercultural leadership improvement
4. HOFSTEDE MODEL	4.1 Collectivist vs individualist 4.2 Egalitarian vs hierarchical 4.3 Masculine vs feminine 4.4 High uncertainty vs low uncertainty 4.5 Long term vs short term 4.6 Indulgent vs restrained
5. EFFECTIVE INTERNATIONAL COMMUNICATION	5.1 Advanced negotiation skills 5.2 The profile of the effective international negotiator 5.3 Communication styles: East vs West 5.4 Non-verbal communication in intercultural negotiation 5.5 Gestures: universal or culturally bound? 5.6 Revealing gestures: deceit and disagreement

## Planning

	Class hours	Hours outside the classroom	Total hours
Case studies	8	16	24
Presentation	6	18	24
Debate	4	4	8
Lecturing	30	60	90
Essay questions exam	2	0	2
Essay	0	2	2

\*The information in the planning table is for guidance only and does not take into account the heterogeneity of the students.

## Methodologies

	Description
Case studies	In teams, students will analyze case studies showing leadership, strategy and communication conflicts in various functional areas of the company. In class they will present their views on the problems detected considering the impact of cultural diversity.

Presentation	In teams, students will give presentations about the cultural differences between Spain and one Galician strategic market, both from a sociological and a management point of view. Interactive activities, games and demonstrations (meeting & negotiations roleplays etc) will be required to exemplify contents and keep audience attention. Teams will be allowed to invite professionals from the target country under analysis.
Debate	Today's leaders must be up to date with global news. In order to reflect upon current international conflicts that affect companies, pieces of news or documentaries will be presented and class debates will take place to analyse topics from different perspectives.
Lecturing	The subject contents will be introduced by making use of extensive audiovisual materials and connecting issues with our current social and economic environment, always under a social responsible perspective.

### Personalized assistance

#### Methodologies Description

Presentation	Supervision of class presentations: sources of information and accurate approach Advice on selection of topics for news analysis assignment.
Debate	Supervision of class presentations: sources of information and accurate approach Advice on selection of topics for news analysis assignment.

### Assessment

	Description	Qualification	Training and Learning Results		
Case studies	Individual initiative and participation during the analysis of debate, case studies and readings will be assessed. Both for written and audiovisual work.	10	B1 B2 B5 B7 B8 B9 B13 B14	C5 C11	D2 D5
Presentation	In teams students will have to carry out a presentation contrasting Spanish culture with that of another country. The contents (team), the supports (team) and the capacity to communicate in English (individual) will be assessed.	25	B1 B3 B5 B6 B7 B8 B9 B13 B14	C13 C16	D1 D2 D3 D5
Essay questions exam	The final exam will cover the theoretical content of the module and will include a practical part with case studies, news analysis, exercises and analysis of intercultural situations.	50	B1 B5 B7 B14	C5	D1 D5
Essay	Students will select a culture towards which they feel strong prejudices about and will research into it to present their results to the class. Were their prejudices and stereotypes grounded? What have they learnt from fighting them?	15	B1 B2 B3 B5 B6 B7 B8 B9 B13 B14	C5 C13 C16	D1 D3 D5

### Other comments on the Evaluation

In order to obtain a pass mark in this module, students must obtain a minimum grade of 3.5 (out of 10) in the final exam.

Assignments and presentations that have plagiarism or are incorrectly referenced, or the bibliography is not presented correctly will not be graded.

Coursework will not be accepted after the deadline. This also applies to presentation dates.

Class attendance is compulsory. All absences, including those for which some type of evidence has been produced, will be taken into account when calculating the penalties applicable for non-attendance.

The penalties for non attendance will be as follows:

- Non attendance of more than 6 hours of class hours will be penalised by reducing the continuous assessment mark by one third.
- Non attendance of more than 12 hours of class hours will be penalised by reducing the continuous assessment mark by two thirds.
- Non attendance of more than 18 hours of class hours will be penalised by being awarded a zero mark for their continuous assessment mark.

The grade obtained in the continuous assessment mark will be maintained in the resit exam during academic session 2022/2023.

Final exams are corrected using "blind marking".

The time and dates for exams for academic session 2022/2023 will be determined by the Board of Studies of IESIDE.

In case of differences, the dates and times published on the IESIDE web page will prevail.

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### Sources of information

#### Basic Bibliography

Hofstede, G et al., **Cultures and organizations: The software of the mind**, McGraw Hill, 2010

#### Complementary Bibliography

Alvarez, G, **La comunicación como reflejo cultural: elementos no verbales**, Mergablum, 2003

Trompenaars, F., **Riding the waves of culture**, The Economist, 1993

Jamardo, B., **Body language in intercultural negotiations**, Licolm Europe, 2006

Earley, P. et al., **Developing cultural intelligence at work**, Stanford Business books, 2006

Livermore, D., **The cultural intelligence difference**, Amazon books, 2011

Samovar, L. et al., **Intercultural Communication: A Reader**, 14th ed, Wadsworth, 2014

Llamazares, O., **Protocolo empresarial internacional**, Global Marketing Strategies, 2013

Gesteland, R, **Cross-cultural business behaviour**, CBS PRESS, 2002

Mole, J., **Mind your manners: Managing business culture in the New Global Europe**, Nicholas Brealey, 2003

Livermore, D., **Leading with cultural intelligence**, Amazon books, 2010

Dumetz, J. et al., **Cross-cultural management textbook**, Dumetz. Eds, 2012

Dowling, P. et al., **International Human Resources Management**, South Western Cengage, 2009

[www.geert-hofstede.com](http://www.geert-hofstede.com),

[www.business-negotiations.com](http://www.business-negotiations.com),

[www.pewresearch.org](http://www.pewresearch.org) (country attitudes worldwide),

<http://www.worldvaluessurvey.org/> (cultural values worldwide),

[www.kwintessential.co.uk](http://www.kwintessential.co.uk) (multicultural resources. On line quizzes. Free country guides),

Jamardo, B., **Liderança intercultural: O grande desafio da globalizaciao**, 20 Valores nº.1. Angola, 2011

[www.globalnegotiator.com/es](http://www.globalnegotiator.com/es),

Simond, F, **Como negociar en inglés**, Global Marketing Strategies, 2010

[www.CulturalQ.com](http://www.CulturalQ.com),

Molinsky, A, **Global Dexterity: How to adapt your behaviour across cultures**, HBS Publishing, 2013

Livermore, D, **Driven by difference: How Great Companies Fuel Innovation through Diversity**, Amazon Books, 2016

Xiangdong, D, & Guo-Ming, Ch., **Conflict management and intercultural communication: The art of intercultural harmony**, Routledge, 2017

Meyer, Erin, **The Culture Map: Breaking Through the Invisible Boundaries of Global Business**, Public Affairs, 2016

Hastings, Reed & Meyer, Erin, **No rules rules: Netflix and the culture reinvention**, Penguin Press, 2020

Gladwell, Malcolm, **Outliers: The Story of Success**, Penguin Books, 2009

Brett, J. & Mitchell, T, **How to build trust in business**, Harvard Business Review January 31, 2020

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### Recommendations

#### Other comments

This module outline has been written in English. In the case of differences between the different language versions, the version in English will prevail.

VERY IMPORTANT: IESIDE will send all its communications to students to the students IESIDE account, therefore this account should be checked on a daily basis. Students will not be able to allege lack of knowledge regarding any of these

communications.

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